MULTIMEDIA UNIVERSITY

STUDENT ID NO

# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 2, 2018/2019**

## PWC1010 – WORKPLACE COMMUNICATION

(All Sections)

4 MARCH 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

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**INSTRUCTIONS TO STUDENTS**

1. This question paper consists of **FOUR** printed pages with **TWO** sections.
2. Answer **ALL** questions.
3. Write your answers in the Answer Booklet provided.

## SECTION A: CASE STUDY [20 MARKS]

### Question 1 [10 marks]

**Instructions:** Read the following case and answer the questions that follow. All answers must be written in complete sentences with necessary explanation.

CleanDale Cooperation is a reputable manufacturing company that produces various household cleaning products. After five years in operation, the company starts to experience a significant increase in sales revenue, and is in an urgent need for a new sales executive.

Instead of advertising the vacancy, Lee, the senior manager, merely trusts a recommendation of his acquaintance from another company who he met in a seminar. Lee instantly agrees when this acquaintance enthusiastically recommended Ricky, a 28-year old salesman to fill the position.

Surprisingly, Lee believed all the claims made by Ricky during a brief interview. During the interview, Lee flipped through Ricky's resume, asked him some personal questions and was impressed by Ricky's charm and eloquent explanation of his uncle's business success. Following the brief interview, Ricky is hired. In a lot of situations, Lee takes pride in Ricky and boasts to other managers of his new sales person. Ricky is also thought of as an independent person, and Lee takes Ricky's performance for granted. When a problem arises, Ricky is expected to solve it himself since it is difficult for him to secure a one-to-one meeting with Lee. Lee assumes Ricky is capable enough to handle any situation without any supervision.

After several months, Ricky's actual attitude begins to show. He frequently comes late to work without proper justification. A few close clients complain that Ricky is rather harsh in his communication. He also does not report clearly of his whereabouts during his sales trips, and fails to justify his exorbitant mileage claims. To make things worse, the company's sales and revenue also begin to drop significantly. Although Lee knows the situation from other senior sales staff, he does not take any action to improve the situation. The following week, Lee calls Ricky to his office, but before they could start their discussion, Lee's phone rings, and he immediately answers it. After about five minutes of a personal phone conversation, he hastily dismisses Ricky without any apologies or setting any future appointments.

The next day, Lee meets Ricky at the cafeteria and abruptly informs Ricky that he should start thinking about working somewhere else by saying "your performance is not very encouraging". Ricky attempts to speak in self-defense, but Lee abruptly starts talking about the rising cost of living and advising Ricky to be more prudent in spending.

**Continued...**

1. Suggest TWO rectification plans to overcome the problems posed by Lee before and during the interview. (2 marks)

2. Describe any THREE situations of formal and/or informal interpersonal communication that took place in the case above. (3 marks)

3. Explain the THREE problems displayed in Lee's downward communication. (3 marks)

4. Recommend TWO appropriate measures Ricky should have taken to overcome the communication problem with Lee. (2 marks)

**Question 2 [10 marks]**

**Instructions:** Read the following case and answer the questions that follow. All answers must be written in complete sentences with necessary explanation.

General Motors is the world's largest automotive corporation, operating in over 70 countries and more than 250,000 employees worldwide. They are globally focused, pioneering safe and sustainable technologies. Mariam Khan has been appointed as the new general manager of General Motors in Kuala Lumpur. Everyone caught an impression of Mariam's leadership style in her very first executive meeting when she ordered a change of the seating arrangement in the meeting room to a circular design used to represent democratic equality.

Mariam had some clue of staff attitude before she took the new position. She has heard stories from the previous general manager about staff trying to avoid meetings, displaying uncertainty and hesitance in decision-making processes, submitting their assignments way past the due dates, demonstrating little cooperation among the work teams, and showing rigidity when accepting new projects. However, Mariam wanted to start fresh and test her leadership styles on them.

At General Motors, their vision of a future is "zero crashes, zero emissions and zero congestion". The inherent part of Mariam's business strategy is aligned with the company's vision to address climate change, provide various incentives and make electric vehicles more desirable and affordable, build robust charging infrastructure, and improve the percentage of renewable power sources to maximise the value of electric vehicles. She makes it clear that success means meeting these goals, and everyone's contribution is important. She calls on the work teams and checks on their progress frequently. Her colleagues and staff know her as someone who is reluctant to take personal credit for any achievements which she believes are collective accomplishments that should be celebrated together as a team.

**Continued...**

The management team at General Motors attributes part of Mariam's success to her relationship with her work teams. Her communication has always been mutually respectful, open, honest and timely. The workplace culture seems to have changed over a few months. Staff are seeking assistance from each other to complete their respective tasks, admitting their short-comings openly, submitting assignments on time though some were found to be incomplete but showed effort, showing up for meetings regularly whenever needed, helping in decision-making process and reaching consensus.

1. Identify any THREE concepts of self-esteem Mariam has applied in her workplace? (3 marks)

2. How did Mariam's concept of self-fulfilling prophecy shape her communication and approach towards the staff? Provide any FOUR justifications. (4 marks)

3. Explain any THREE effects of Mariam's relationship on the self-esteem of her work teams? (3 marks)

## SECTION B: WRITTEN COMMUNICATION [30 MARKS]

### Question 1 [15 marks]

**Instructions:** Read the following scenario, and write an **e-mail** of about 200 words based on the situation below using the *fully blocked format* and *open punctuation.*

You are the Manager for My Office Removals, a company dealing with packing and transporting office items. Your company has maintained a positive image to your customers, many of whom are repeating customers.

However, you have just received a complaint from Ms. Henrietta of Triple World Trading Company saying that many of her furniture items are damaged during the packing and transporting of the items to her new office building. Triple World Trading Company is your long-time customer, and her complaint is legitimate. You understand that your company has to compensate for the damage and save your company's good image.

As the manager, compose an **e-mail** explaining to all your staff the issue that the company is facing and highlighting the importance of practicing excellent service quality for the benefit of the company and the customers.

Invent necessary details to compose an effective e-mail.

**Continued...**

**Question 2 [15 marks]**

**Instructions:** Read the following scenario, and write a letter of about 200 words based on the situation below using the *fully blocked format* and *open punctuation.*

As the manager for the Transportation and Logistic department, you are in charge of planning and supervising shipments from productions to the end users. You have recently employed the service of Expressway Trans, a long-distance transportation provider, to handle transportations and shipments of your company's products.

After a month of service, you receive an invoice from the company. You noticed that Expressway Trans has charged a higher rate for the transportation service than what was previously agreed on. This has led to a significantly higher expenditure.

As the manager, write a **complaint letter** explaining the situation and request for a reasonable adjustment.

Invent necessary details to compose an effective letter.

**End of Paper**